

Code of the Department of Communication Studies

(last revision and approval August 2017)

I. As students, teachers, and scholars of communication, our core values include

- ❖ freedom of expression, diversity of perspective, and tolerance of dissent;
- ❖ respect for the unique needs and characteristics of individual communicators;
- ❖ ethical and civil discourse respectful of all people;
- ❖ expression of personal convictions in pursuit of fairness and justice; and
- ❖ access to communication resources and opportunities.

(The NCA Credo for Ethical Communication)

In accordance with the land-grant mission of Colorado State University, we value teaching and advising, research, and service and outreach which are integrated and mutually reinforcing. We value collegiality and support for faculty. And we value the long-term sustainability and growth of the Department.

In teaching and advising, we value

- thoughtful communicators, critics, and citizens;
- elevating the quality of the communication in students' lives;
- the development of speaking, listening, writing, and critical thinking skills which prepare students to make positive contributions to society;
- a rigorous and nationally-respected graduate program which equips students to be communication scholars and practitioners.

In research, we value

- scholarly diversity;
- scholarly collaboration among faculty;
- innovative research which provokes scholarly conversation.

In service and outreach, we value

- the enrichment of our local, national, and international academic and civic communities.
- the land-grant mission of the university.
- civic engagement by faculty and students.

II. The mission of the Department of Communication Studies is to deliver an outstanding education in communication studies to all who take our courses, enter our programs, or seek our expertise; to further knowledge and understanding of human communication; and to provide leadership in professional and civic activities. We ground communication studies in a broad liberal arts education in order to prepare students for successful careers, the duties of citizenship, and productive and rewarding lives. We are committed to hiring and encouraging the professional growth of faculty members who are outstanding teachers and scholars and who enhance public dialogue as we engage our local, national, and international academic and civic communities.

III. To accomplish this mission, the specific goals of the Department of Communication Studies are as follows:

A. In teaching and advising, we will

1. Educate thoughtful communicators, critics, and citizens, inspiring students to elevate the quality of the communication around them.
2. Help students develop speaking, listening, writing, and critical thinking skills which prepare them to make positive contributions to society.
3. Educate graduate students in a rigorous and nationally-respected program which equips them to be communication scholars and practitioners.

B. In research, we will maintain an environment that

1. Values scholarly diversity.
2. Encourages scholarly collaboration among faculty.
3. Produces innovative research which provokes scholarly conversation.

C. In service and outreach, we will

1. Enrich our local, national, and international academic and civic communities.
2. Support the land-grant mission of the university.
3. Promote civic engagement by faculty and students.
4. Strengthen connections with alumni and other external constituencies.

IV. The goals of the Department of Communication Studies shall be implemented through the following objectives:

A. In teaching and advising, we will

1. Educate students by
 - a. Providing a foundational and current curriculum.
 - b. Providing a robust and diverse curriculum that engages communication history, analysis, theory, and practice/skills.
 - c. Providing up-to-date facilities and technology to support instruction.
 - d. Hiring superior teachers to cover an expanded curriculum.
 - e. Providing resources for ongoing faculty pedagogical development.
 - f. Recognizing pedagogical accomplishments.
 - g. Developing interdisciplinary programs.
 - h. Increasing the availability of distance learning.
 - i. Supporting Pathways and other international student programs.
2. Help students develop communication skills by
 - a. Keeping class sizes small enough to provide interaction and feedback.
 - b. Providing opportunities for students to practice skills.
 - c. Encouraging interactions with co-curricular activities and practicing skills beyond the classroom in multiple contexts/domains.
3. Prepare graduate students to
 - a. Place in top PhD programs.
 - b. Place in organizational positions that lead to professional growth.
 - c. Successfully complete and present original research in university, regional, and national forums.
 - d. Develop pedagogical skills which contribute to their being good teachers.

B. In research, we will

1. Hire superior scholars.
2. Provide resources for ongoing scholarly development including participation in professional associations.
3. Recognize scholarly accomplishments.
4. Provide up-to-date facilities and technology to support scholarship.
5. Recognize the contribution of collaborative scholarship.

C. In service and outreach, we will

1. Be open to flexibility in service effort distribution.
2. Recognize service to the College, the University, and the discipline.
3. Recognize outreach to the local and state community.
4. Increase involvement and support of alumni and other constituencies.

V. We will accomplish these goals and objectives while

- A. Upholding the principles of academic freedom.
- B. Maintaining harmonious relationships among faculty colleagues and between faculty, staff, and students.
- C. Utilizing democratic procedures in the conduct of Department business.
- D. Encouraging open communication through formal and informal channels.

VI. Structure and Administration of the Department of Communication Studies.

- A. The Department shall be administered by a Chair who shall serve a term of five years in yearly appointments as required by Colorado state law.
- B. The duties of the Chair shall include those specified by the *Academic Faculty and Administrative Professional Manual* and this Code.
 1. The Chair executes those specific responsibilities itemized in the University Code (*Academic Faculty and Administrative Professional Manual*, Section C) and shares with the other faculty the authority to execute departmental responsibilities.
 2. The Chair normally will consult with individual faculty, departmental committees, or the entire staff on those matters that affect the welfare of the Department.
 3. The Chair shall keep the staff informed of the expense budget, calendar deadlines, scheduling, course load distributions, and other professional matters of interest.
 4. The Chair will develop an instructional schedule for each eligible faculty member, in consultation with that member, which not only assures maximum convenience and productivity in the member's execution of teaching, research, and service responsibilities but also takes into account the needs of students and any scheduling requirements of the University.
 5. The Chair, after receiving written reviews from each faculty concerning annual activities and after supplying copies of these reviews to the Executive Committee, shall solicit Committee recommendations.

6. The Chair shall appoint a Search Committee or designate the Executive Committee as the Search Committee to review candidates for new and vacated faculty positions in accordance with extant procedures of the University.
 7. The Chair, with advice and council from faculty, shall appoint the Director of the Public Speaking Course, the Director of Graduate Studies, and the Director of Undergraduate Studies who will conduct these programs in a manner consistent with the aims and objectives of the Department.
 8. The Chair shall provide for the creation and staffing, and serve as *ex officio* member, of certain standing committees:
 - a. Executive Committee.
 - b. Graduate Committee.
 - c. Public Speaking Course Committee.
 - d. Curriculum Committee.
 - e. Scholarship Committee.
 - f. G. Jack Gravlee Lecture Committee.
 - g. Special Faculty Committee.
 - h. Undergraduate Committee
 - i. *Ad hoc* committees when circumstances demand.
 9. The Chair shall call a general departmental meeting of all eligible faculty at least once each term of the academic year, and provide written notice and an agenda in advance. Eligible faculty shall include all tenured and tenure track faculty and two special faculty elected by the special faculty. Eligible faculty are defined in the *Academic Faculty and Administrative Professional Staff Manual*, section C. 2. 4. 2.
 10. The Chair shall call a meeting of all full-time faculty members and the special faculty representatives on request of a majority of such members, and this meeting shall include any other participants whose presence is desired by those who request the meeting.
- C. The Executive Committee shall consist of no less than two members of the tenured faculty, in addition to the Chair.
1. The Committee shall be chaired by the Chair of the Department.
 2. Committee members shall be elected by all eligible faculty of the Department, including the Chair.
 3. Initially, one member shall serve a one-year term and one member shall serve a two-year term as determined by lot; thereafter, all members elected will serve two-year terms with elections held annually prior to the end of the spring term.
 4. The Committee shall serve to advise the Chair concerning recruitment, review of faculty candidates, and appointments, annual merit evaluations; re-appointments;

- interpreting, enforcing, and reviewing this Code; other policy matters; and other matters of departmental importance as determined by the Chair.
1. Any member of the Committee, upon receiving written suggestions from a member of the Department concerning any aspect of departmental operations, shall evaluate and may submit the suggestions to the Chair for possible inclusion on the agenda of the Executive Committee.
 2. The Committee shall solicit information from all eligible faculty for review and evaluation of the Chair on an annual basis. This information shall be provided to the Dean of the College in accordance with the review process set forth in the *Academic Faculty and Administrative Professional Staff Manual*, Section C.2.7.a.
- D. The Graduate Committee shall consist of no less than two members, in addition to the Director of Graduate Studies, who are also members of the Graduate Faculty. The Graduate Faculty are those eligible faculty who teach graduate courses and serve on thesis and dissertation committees.
1. The Director of Graduate Studies shall serve a five-year term. The Chair with advice and counsel from the Communication Studies faculty shall provide a comprehensive review of the performance of the Director of Graduate Studies in the fourth year of appointment. The position is renewable upon mutual consent of the Director of Graduate Studies and the Department Chair acting on the advice and counsel of the Communication Studies faculty.
 2. The Director of Graduate Studies shall chair the Graduate Committee and shall appoint the other members annually for one-year terms.
 3. The Committee shall review and approve for submission through proper administrative channels all courses carrying graduate credit only.
 4. The Graduate and Curriculum Committees shall share the responsibilities for the graduate curriculum and degree requirements when the interests of both are involved.
 5. The Committee shall advise the Chair concerning general matters relevant to the graduate program.
 6. The Committee shall advise the Chair concerning the status and continued enrollment of graduate students.
 7. Any member of the Committee, upon receiving written suggestions concerning graduate study from a member of the Department, shall evaluate and may submit the suggestions to the Director of Graduate Studies for possible inclusion on the agenda of the Graduate Committee.
- E. The Public Speaking Course Committee shall consist of no less than two members, in addition to the Director of the Public Speaking Course, who are members of the departmental faculty.

1. The Director of the Public Speaking Course shall serve a five-year term. The Chair, with advice and counsel from the Communication Studies faculty, shall provide a comprehensive review of the performance of the Director of the Public Speaking Course in the fourth year of appointment. The position is renewable upon mutual consent of the Director of the Public Speaking Course and the Department Chair acting on the advice and counsel of the Communication Studies faculty.
 2. The Public Speaking Course Committee shall be chaired by the Director of the Public Speaking Course.
 3. The Department Chair shall appoint the two or more faculty members, in consultation with the Director of the Public Speaking Course.
 4. The appointed faculty members shall serve two year, staggered terms.
 5. The Committee shall develop the content and method, subject to departmental faculty approval, of instructional substance in the basic public speaking course.
 6. The Committee periodically shall review, evaluate, and possibly recommend alterations to the instructional content and method, subject to departmental faculty approval, in the basic public speaking course.
 7. The Committee shall supervise, review, and offer possible personnel recommendations relevant to the quality of instruction in the basic public speaking course.
 8. The Committee shall serve to test-out qualified applicants in public speaking and other performance courses via procedures developed by the Director of the Public Speaking Course and approved by the eligible faculty.
 9. The Committee may serve as a student appeals committee, in compliance with current procedures, on grievance issues evolving from the basic public speaking course.
- F. The Curriculum Committee shall consist of no fewer than two members, from different curricular area of the Department.
1. The Committee members shall share responsibility as representatives of the College Curriculum Committee as detailed below
 2. Members shall be elected by all eligible members of the Department, including the Chair. The terms of members shall be for three years comprised of an apprentice year, a co-membership year, and a mentor year.
 3. The first year of service the elected member will serve as an apprentice year mentored by the third-year mentor. In the second year, the committee members will co-chair the department committee and share College Curriculum Committee duties. In the third year, the member will serve as the mentor to the newly elected departmental member.

In the third year, the mentor is chair of the Curriculum Committee, represents the department on the College Curriculum Committee, and as mentor for the apprentice committee member. See chart.

2018-19	2019-20	2020-21	2021-2022	2023-24	2024-25
Kit (Co)	A1 (A)	A2 (T)	A3 (Co)	C1 (A)	C2 (T)
Eric 2 (Co)	Eric 3 (T)	B1 (A)	B2 (Co)	B3 (T)	D1 (A)

4. Proposals for course and program of study additions, changes, and deletions shall be submitted for approval to the eligible members of the Department, in University Curriculum Committee format, by the appropriate faculty member or the department chair.
 5. The Department Curriculum Committee shall review proposals to ensure correct format, and the chair of the Committee shall present departmentally approved proposals to the College Curriculum Committee.
- G. The Scholarship Committee shall consist of no less than two members. Other members may be elected as circumstances dictate if a majority of the eligible faculty concurs.
1. The Committee shall be chaired by the member elected to the longest term or the member with the longest continuous service on the Committee who shall be the departmental representative to the College Scholarship Committee.
 2. Committee members shall be elected by all eligible faculty of the Department, including the Chair.
 3. Initially, one member shall serve a one-year term and one member shall serve a two-year term as determined by lot; thereafter, all members elected will serve two-year terms with elections held annually prior to the end of the spring term.
 4. The Committee shall administer all scholarships controlled by the Department in conformity with the desires of donors and the rules and procedures of the University.
 5. The Committee will establish guidelines for departmental scholarships when appropriate.
- H. The Tenure/Promotion Committee shall consist of all members of the tenured faculty who are above the rank of the person being considered. If the consideration is tenure, the Committee shall consist of all tenured members of the faculty with the rank of associate

or full professor, provided the person being considered for tenure is an assistant professor. If the consideration is promotion to associate professor, the Committee shall consist of all tenured associate and full professors. If the consideration is promotion to full professor or tenure of a person holding the rank of full professor, the Committee shall consist of all tenured full professors. If there are not at least three professors of higher rank available to serve, the Committee shall consist of all professors of higher rank and additional tenured faculty members of higher rank from subdisciplines in the Humanities/social sciences/behavioral sciences most closely related to the candidate's expertise, as identified by the department's professors of higher rank, to constitute a three-person committee. The department chair shall draw the additional members of the Tenure/Promotion Committee by lot from the pool of eligible faculty members. Faculty members from other departments may decline to serve on the promotion committee.

1. The committee will elect a chair when they meet to serve for that academic year.
2. The committee shall evaluate faculty members for tenure and promotion at the end of appropriate probationary periods and make recommendations accordingly consistent with sections VIII. A., B., C., and D. of this code; shall make yearly recommendations identifying satisfactory or unsatisfactory progress of all non-tenured, tenure-track faculty toward tenure; shall make recommendations in conference with the chair for renewal or denial of reappointment of tenure-track faculty consistent with section VIII. E. of this code; shall conduct a Comprehensive Review and Third-Year Reappointment of Tenure-Track Faculty at the midpoint of the probationary period as identified in the *Academic Faculty and Administrative Professional Staff Manual*, Section E.14.1. and section VIII. G. 1. of this code; and shall provide comment for Post-Tenure Review consistent with the *Academic Faculty and Administrative Professional Staff Manual*, section E. 14. 2., and sections VIII. G. 2. and 3. of this code.
3. The chair of the committee or another member selected by the committee shall prepare appropriate written support for all nominations and recommendations forthcoming from the committee.

I. The G. Jack Gravlee Lecture Committee

1. The G. Jack Gravlee Lecture Committee shall consist of no less than two regular faculty members who represent the breadth of interests in the department.
2. Committee members shall be elected by all eligible faculty of the Department, including the Chair.
3. Initially, one member shall serve a one-year term, and one member shall serve a two-year term as determined by lot; thereafter, all members elected shall serve two-year terms with elections held annually prior to the end of the spring term.
4. The Committee shall be chaired by the member elected to the longest term or the member with the longest continuous service on the Committee.

5. Gravlee Lectures shall occur annually.
6. The Committee shall solicit nominations from Department faculty and students and maintain a list of possible Lecturers.
7. Gravlee Lecturers shall be nationally and internationally recognized scholars whose research can be presented in a manner of interest to the Department as a whole.

J

J. Non-Tenure Track Faculty Evaluation and Promotion Committees

1. The Non-Tenure Track Faculty Evaluation Committee is comprised of:
 - a. Three Non-Tenure Track Faculty holding the rank of Master Instructor/Special Assistant Professor (or Senior Teaching Appointment for AY 2019) elected by faculty holding continuous and contract appointments.
 - b. On rotating basis, the director of SPCM 100, 200, or 207 as appointed by the chair.
 - c. The Non-Tenure Track Faculty Evaluation Committee is charged with two tasks:
 - i. Perform annual evaluations of the non-tenure track faculty (see Policy and Procedures Manual for evaluation criteria and detailed procedures). The Committee makes annual evaluation recommendations to the department chair.
 - ii. Evaluate applications for non-tenure track open pool on the basis of teaching ability and content area expertise. The chair hires non-tenure track faculty on the basis of department needs based on the non-tenure track committee's recommendations.
2. The Non-Tenure Track Faculty Promotion Committee is comprised of:
 - a. all eligible contract and continuing faculty at a higher rank than the faculty member seeking promotion. The committee must include at least three members (see *Academic Faculty and Administrative Professional Manual E.13.1*).
 - b. If there are not enough faculty members at a higher rank within the department, the committee will be completed with NTT faculty of higher rank from an appropriate department within the College of Liberal Arts.
 - c. The Non-Tenure Track Faculty Promotion Committee is charged with two tasks:
 - i. Propose standards for non-tenure track faculty evaluation and promotion for adoption in the Departmental Code and Department Policy and Procedures.
 - ii. Make recommendation regarding non-tenure track faculty promotion (see Section X.1 for appointment types and ranks. See Section X.6 for non-tenure track promotion procedures. See Policy and Procedure Manual for promotion criteria).
 1. The NTT promotion committee makes a recommendation in writing to the department's tenure and promotion committee.
 2. The tenure and promotion committee makes a recommendation in writing to the department chair.
 - d. During the transition period of 2019, 2020, and 2021—or until there are at least three non-tenure track faculty holding the rank higher than the promotion applicant's rank—the tenure and promotion committee will write promotion recommendations.

K. Director of Undergraduate Studies and Undergraduate Committee.

1. The Director of Undergraduate Studies is appointed by the chair to a five year, renewable term.
2. The Director of Undergraduate Studies will have primary responsibility for the undergraduate program. These responsibilities include but are not limited to:
 - a. Guiding curricular revisions of the undergraduate curriculum.
 - b. Managing undergraduate assessment.
 - c. Managing course enrollment and course scheduling with focus on NTTF/GTA scheduling.
 - d. Liaising with Academic Support Coordinators regarding student retention, curriculum changes, course substitutions.
 - e. Coordinating with Director of Communications on undergraduate recruitment.
 - f. Chairing Undergraduate Studies Committee.
3. The Undergraduate Studies Committee assists the Director of Undergraduate Studies.
 - a. The committee consists of at least one tenure track faculty, one non-tenure track committee, and the key advisor. The members will be appointed by the committee chair in consultation with the department chair.
 - b. The committee will meet regularly to review undergraduate curriculum and undergraduate assessment and to advise on other issues as needed.

VII. Faculty Effort Distribution

- A. All faculty members shall assume responsibility for fulfilling their duties in areas of teaching, research, and service consistent with the mission of the university. In addition, each faculty member shares the obligation of implementing and advancing departmental goals and objectives.
- B. Effort distributions may vary among individual faculty members in ways that reflect their distinctive contributions to the institutional mission.
- C. A distribution of 50% effort in teaching is associated with an academic year assignment of four 3-credit Type-A or equivalent courses plus graduate and undergraduate mentoring and other Type-B activities. Non-tenured faculty on a tenure-track appointment will normally have such a 50% effort distribution in teaching, as will tenured faculty whose scholarly records merit the four-course teaching load.
- D. Faculty with a 50% effort in teaching normally also will have 35% effort in research and scholarly activity and 15% effort in service and outreach. A 35% effort distribution for research implies an expectation of sustained scholarly activity and productivity. (See VIII. B. 5. of this code.)
- E. A 15% effort in service and outreach is best reflected in a balanced contribution of

committees and activities within the discipline, the institution, and the department. (See VIII. B. 6. of this code.)

- F. Faculty members whose teaching effort differs from 50%, due to increased or decreased responsibilities in administration, research, or service and outreach, shall have their teaching effort adjusted by 10 percentage points for each Type-A course, and an additional 2½% for adjustments in advising and Type-B teaching. Pro rata adjustments of research productivity expectation will accompany changes in research effort percentage. In service and outreach, adjustments of effort percentage will be on the basis of specific special activity agreed upon in advance.
- G. All faculty members shall assume responsibility for conducting themselves in a professional manner.

VIII. Candidate Review and Faculty Selection Procedure.

- A. The Chair shall appoint a Search Committee or designate the Executive Committee to review candidates for new and vacated faculty positions.
- B. The Committee, in consultation with the tenured and tenure-track faculty, shall prepare and distribute a position announcement and solicit applications in accordance with extant procedures of the University.
- C. The Committee shall review candidates in accordance with extant procedures of the University. All tenured and tenure-track faculty members, as permissible by legal ruling, are eligible to review the complete files of the semi-finalists and participate in decisions to select from the semi-finalists the finalists for the position. All participating faculty shall abide by the confidentiality required by the search process.
- D. The Committee shall recommend to the tenured and tenure-track faculty of the department, who shall operate as a committee of the whole, a slate of semi-finalists or finalists for the position, as seems appropriate given the pool, time deadlines, the nature of the position, and other considerations. All tenured and tenure-track faculty may participate or observe in interviews.
- E. The tenured and tenure-track faculty of the department shall determine their choice for new tenure-track faculty and make that recommendation to Department Chair and the Dean of the College of Liberal Arts.
- F. Non-tenure-track positions filled by creating a pool will be decided by the Special Faculty Committee (see IV. J. in this code), which will create a rank-ordered list from which the chair will recommend such temporary or special faculty members according to need and funding. The power for all personnel decisions lies with the Colorado State University Board of Governors.

IX. Performance Expectations for Tenure, Promotion, and Merit Salary Increase

- A. Teaching and Advising

The Department of Communication Studies is known throughout the university as well as in the community for its teaching excellence, and faculty members in the Department have won many college, university, and external teaching awards. Consequently, to achieve tenure in the Department, a faculty member must be a successful teacher.

Successful teaching involves a command of the material, skilled presentation and classroom management, and the ability to educate appropriately at all levels of the university (100-600 level classes). Teaching skills include, but are not limited to, logical organization of material, clear explanations, interesting and relevant examples, a lively and engaging delivery style, the ability to guide discussion to cover the material and accomplish learning objectives, answering questions clearly, integrating student comments into the point under discussion, encouraging student involvement in learning, being supportive of student efforts, and providing clear feedback on their performance and an unbiased evaluation of their work.

Successful advising is also integral to the department's education of its undergraduate and graduate students. It involves thorough knowledge of policies, procedures, and requirements; attention to detail; being available for students by appointment and during office hours as well as on occasion when they drop by; listening; providing guidance regarding courses, programs of study, and careers; encouraging them to make their own decisions, and leading them to accept responsibility.

B. Research

Successful research involves a programmatic focus on as well as systematic investigation of significant research questions. It should be a sustained effort that results in consistent publications with several projects in various stages of development at any one time. Such research appears in established international, national, and regional journals and other recognized, refereed outlets and may be supported by external funding, enhancing the reputation of the researcher as well as the department and the university. The successful researcher must be capable of conducting self-directed research, demonstrate independent thought, intellectual growth and refinement, and make well-developed, articulate, and in-depth contributions as an individual author or a collaborator.

C. Service

Successful service enhances the department, college, university, community, and our associations as well as the reputation of the individual and the department in the college, the university, the community and the discipline. In addition, successful service leads to the development of a network of contacts that can be called upon for assistance in such tasks as graduate committee membership and paper reviewing. Such service should be distributed so that contributions are made in all areas.

X. Guidelines for Tenure, Promotion, Reappointment, and Review

A. General Policy.

1. The *Academic Faculty and Administrative Professional Staff Manual*, section C. 2.5., requires that “the evaluation of faculty shall be based on qualitative and quantitative assessments of the faculty member’s fulfillment of responsibilities to the university during the period of the evaluation” in each of the areas of professional responsibility. As stipulated in the *Academic Faculty and Administrative Professional Staff Manual*, section C. 2.5., “assessment of the quality of faculty performance requires careful and critical review, necessarily involving judgments, and should never be reduced to purely quantitative measures.” The *Manual* also requires that “the criteria for evaluating the original or imaginative nature of research and other creative activities should be the generally accepted standards prevailing in the applicable discipline or professional area” and that “reviews of performance must be based upon the faculty member’s effort distribution in each of the areas of responsibility (sections E. 12.2., E. 14.; and see section E. 9.)”
2. Following *Academic Faculty and Administrative Professional Staff Manual* E. 10.3., all probationary faculty shall annually receive a report on progress toward tenure independent of the annual review process.
 - a. The Tenure and Promotion Committee shall provide a written report that includes a committee vote of the faculty and a narrative regarding the probationary faculty member’s progress toward tenure. The narrative will explain both the strengths and deficiencies of the faculty’s progress toward tenure.
 - b. The Chair shall write a report on the probationary faculty’s progress toward tenure and will meet with the probationary faculty member to discuss the strengths and any deficiencies of the faculty’s progress toward tenure.
 - c. The written reports will be forwarded to the Dean of the College.
3. All faculty members being recommended for tenure and/or promotion must demonstrate a level of excellence appropriate to the rank under consideration. Recommendation for tenure shall require clear evidence of effectiveness and promise of continuing growth in teaching and advising, contributions in scholarship/creative activity, and involvement and effectiveness in institutional and professional public service when there has been opportunity to serve. Tenure shall not be granted without a concurrent promotion to associate professor.
4. Recommendation for promotion to professor, in addition to the criteria for the rank of associate professor, requires demonstration that the faculty member has matured in teaching, scholarship, or artistry and has achieved recognition among leaders in the profession following promotion to associate professor. This is normally demonstrated by sustained focus in the field as represented by publication of a significant scholarly or creative book and/or a series of substantive articles in premier journals, distinguished presses, or distinguished series, or a significant recording or series of exhibitions or performances, as well as continuing professional development. The department will pay particular attention to the significance and quality of the candidates’ teaching and published research or artistry since appointment to the candidate’s present rank.

B. Standards for Tenure/Promotion Recommendations.

1. These standards for tenure and promotion decisions in the Department of Communication Studies are based on the current Guidelines for the College. They are consistent with the policies and procedures of the University, as set forth in the current *Academic Faculty and Administrative Professional Staff Manual*, section E.12.
2. Assistant Professors recommended for tenure are recommended for promotion to Associate Professor as well. Promotion may be granted without tenure, but tenure shall not be granted without promotion. Individuals recommended for tenure must be evaluated based upon a comprehensive review of annual evaluations and other evidence.
3. In the case of persons joining the faculty at the ranks of Associate or Full Professor but not given immediate tenure, the future decision about the granting of tenure shall be based on the guidelines for promotion to the rank occupied by those persons at the time of their recommendation for tenure, as well as on the additional considerations indicated above. An individual recommended for promotion to the rank of Associate Professor typically will have spent at least five years at the rank of Assistant Professor, and an individual recommended for Promotion to the rank of Full Professor typically will have spent at least five years at the rank of Associate Professor. This does not preclude promotions after shorter periods of time in rank.
4. Because teaching and advising effectiveness are vital to the mission of the Department, they will weigh significantly in evaluations for tenure and for promotion to all ranks, typically constituting at least 50% of faculty workload evaluation. All candidates for tenure and promotion shall be assessed for their teaching and advising skills with special concern for command of the subject matter, willingness and availability to assist students, creation of an atmosphere that encourages and facilitates engaged learning and accommodating special circumstances, commitment, openness and fairness. Evidence includes, but is not limited to, numerical tabulations of the standard university evaluation forms and the written comment provided on the departmental document. Other evidence can include (but not be limited to) such things as peer evaluations based on classroom visits, submission of syllabi and other course materials prepared by the faculty member, videotapes of classes in progress, introduction of new courses or innovative teaching techniques into existing courses, chairing or serving on graduate committees, attendance at teaching workshops, student demand for courses taught by the faculty person, and accomplishments of students when these are related to instruction by the faculty member. Evidence of advising effectiveness includes student responses on the advising assessment form, student letters, or other documentation. Receipt of teaching or advising awards, comments by alumni(ae) who have taken the faculty person's course(s), and reports from colleagues who have attended lectures or the readings of papers by that person provide additional support.
5. As befits a major research institution, scholarly research and creative production are

central responsibilities of departmental faculty. They include the production of original works that require substantive information gathering, processing, and/or analysis that leads to dissemination in a way that will make the results of the activity accessible to scholars, media and communication professionals, and/or the general public. Research refers to the kind of intellectual activity that normally leads to publication in academic journals or texts or other publication in specialized volumes. Creative activity refers to the kind of intellectual activity normally engaged in by professional practitioners in the field and may include but not be limited to textbooks, media criticism, documentaries, special collections or other exhibits related to the field. Work in this area usually must constitute at least 35% of the faculty member's workload to be considered sufficient for promotion, and accomplishments will weigh significantly in evaluations for tenure or promotion at all ranks. No promotion to Associate or Full Professor can be earned without substantial achievements in this area, as shown, for example, by refereed publications, scholarly work on videotape, published evidence of significant impact on the faculty person's field (citations, reviews, etc.), comments by one's professional peers both within and outside the University, and other evidence as noted earlier. All research and creative activity which is relevant to the faculty member's professional interests shall be evaluated as part of her/his record.

- a. For promotion to Associate Professor, there must be evidence of sustained research or creative activity resulting in publications, performances, or exhibitions. The expected level of such performance is at least five single or multiple authored substantial refereed articles and/or book chapters or demonstrably comparable research or creative works. The quality of the work and the quality of the publishing journal will be evaluated such that the lesser the quantity, the stronger must be the evidence for quality. The minimum of five refereed single or multiple authored articles and/or book chapters must be completed and published or in press (i.e., documented accepted for publication without further external review or revision required) and should be supplemented by evidence of other research contributions that include accepted articles and/or book chapters, refereed convention papers, published book reviews, and participation in symposia or scholarly panels. Web-based material may be considered here. Grants, contracts, and fellowships are especially noteworthy, though they do not serve as substitutions for completed work.
- b. For promotion to Full Professor, there must be evidence of sustained research or creative activity resulting in publications, performances, or exhibitions. The expected level of such scholarly or creative performance is at least five substantial refereed articles and/or book chapters in the rank of Associate Professor or demonstrably comparable research or creative works. Promotion to Full Professor also ordinarily shall require successful completion of a large project beyond the doctoral dissertation, such as the publication of an important book or of an *additional* set of substantial articles, or notable performance(s) or showing(s) of one's art works. Successful completion of a second large project may be used in place of the five refereed articles and/or book chapters, but in all cases, all works must be completed and published or in press (i.e., documented accepted for publication without further external review or revision required) to

be considered.

- c. Careful consideration shall be given to arguments for unusual quality of publications or creative works that fall below the above numerical guidelines. Post-publication evaluations of non-refereed articles by peers outside the University may be allowed to substitute, on a case-by-case basis, for refereed publications. Reviews, short notes, papers for professional meetings, or conducting workshops should be cited as further evidence of scholarly accomplishment.
6. Participation in the organizations of one's profession and service to the discipline, University, community, state, nation, or world are important obligations of Departmental faculty. In addition to the *number* of responsibilities of this type accepted by a faculty member, consideration also will be given to their *diversity* (e.g., their spread over several of the following: Department, College, University, community, and professional) and to their *demands* (e.g. fulfilling responsibilities beyond membership). Taken together, service components may account for up to 15% of a faculty member's overall evaluation for tenure and promotion. In all cases, criteria for the evaluation of such service should include willingness to serve, responsible fulfillment of duties, efforts to act in the best interests of the university or organization, and quality, significance and impact of the service.
 - a. In the Department's merit evaluation procedures, professional service includes the following: active membership in scholarly and professional organizations; elected offices, committee membership, and special appointments in scholarly and professional organizations; addresses, panel participation, workshops, and related activities for academic or professional groups; editorships, editorial board memberships, editing tasks, manuscript refereeing or review work; attendance at workshops, seminars, or courses; consultation or other forms of professional outreach.
 - b. Service contributions should also include service to the Department, College, and University as well as service to the community. Such service includes committees, offices held, or special appointments or duties within the Department, College, or University.
 - c. Service to the community may include outreach activities that are professionally related to, or expressly use, professional skills and/or information. It may also include other forms of service not directly related to professional advancement, such as contributions to civic, political, or religious organizations.

C. Procedures for the Granting of Tenure.

1. The department chair shall initiate the process leading to a recommendation for the granting or denial of tenure. The Tenure/Promotion Committee shall review the activities of the faculty member of concern and shall vote by ballot to recommend tenure. If the vote is unanimous to recommend for tenure, the chair of the committee

- shall so report and provide a document supporting the nomination to the department chair. The requirements are the same if the vote is unanimous to recommend denial of tenure. In the case of a split vote, the recommendation shall include a vote summary and a statement of reasons representing the majority and minority points of view.
2. The chair shall consider the recommendation of the Tenure and Promotion Committee and then provide additional documentation as required to complete the entire dossier. Faculty will be evaluated on a comprehensive evaluation of all workload factors.
 3. Departmental procedures include those set out in the *Academic Faculty and Administrative Professional Staff Manual*, sections E. 10, 11, and 12.

D. Procedures for Promotion in Rank.

1. As specified in the *Academic Faculty and Administrative Professional Staff Manual* E.13 “the six (6) available ranks for faculty are grouped into four (4) levels as follows:
 - a. Instructors
 - b. Senior Instructors and Assistant Professors
 - c. Master Instructors and Associate Professors
 - d. Professors”
2. Tenure Track and Tenured faculty will be promoted through the professor series
3. Non-Tenure Track faculty can be promoted through the Instructor Series of the Professor Series. Non-tenure track faculty in the professor series can hold the ranks of Special Assistant Professor, Special Associate Professor, and Special Professor
4. As specified in the *Academic Faculty and Administrative Professional Staff Manual* E.13.1 “The faculty member shall initiate the process leading to a recommendation for the granting or denial of promotion by submitting a formal request for promotion in rank to the department head. The faculty member should consult with the department head before initiating this process.” Tenure Track and Tenured Professors
5. For tenure track and tenured faculty, the Tenure/Promotion Committee shall nominate a faculty member for promotion in the same manner as specified for tenure consideration, identified in this Code, section V.B.1. The tenured faculty of higher rank than the faculty member under consideration shall vote by ballot to recommend promotion. If there are not three members of the tenured faculty in a rank above the faculty member under consideration, the Committee shall consist of all faculty members of higher rank and additional tenured faculty members of higher rank from subdisciplines in the Humanities/social sciences/behavioral sciences most closely related to the candidate’s expertise, as identified by the department’s faculty members of higher rank, to complete a committee of three to vote to recommend for or against promotion. The department chair shall draw the additional members of the Promotion Committee by lot from the pool of eligible faculty members. Faculty members from other departments may decline to serve on the promotion committee. The vote summary and supporting documentation shall be provided to the department chair.
6. The Non-Tenure Track Promotion Committee (see J.2) shall nominate a non-tenure track faculty for promotion in the following manner:

- a. The faculty member will prepare a promotion dossier that details the faculty member's excellence in teaching and other areas as specified in the faculty member's job duties.
- b. The department chair, in consultation with the faculty member and the Non-Tenure Track Promotion Committee, will select a Colorado State University non-tenure track faculty member to write an evaluation of the applicant's dossier. The selected external reviewer must hold a rank equal to or greater than the rank the for which the faculty member is applying.
- c. Using the external evaluation as well as the evidence presented in the dossier, the Non-Tenure Track Faculty Promotion Committee will submit a recommendation and write a report explaining the recommendation to the department's Tenure and Promotion Committee. The applicant will have the opportunity to respond to the Non-Tenure Track Faculty Evaluation and Promotion Committee report.
- d. The Tenure and Promotion Committee will submit a recommendation to the Chair and write a report explaining the recommendation. The applicant will have the opportunity to respond to the Tenure and Promotion Committee report.
- e. The chair will make a recommendation and write an explanatory report that is submitted to the Dean of the College of Liberal Arts. The applicant will have a chance to respond in writing to the chair's recommendation and report.
- f. The criteria for the ranks and levels are detailed in department Policy and Procedures Manual.

7. Departmental procedures include those set out in the *Academic Faculty and Administrative Professional Staff Manual*, section E. 13.

E. Procedures for Reappointment.

1. Nontenured, academic faculty who are beyond the second year of appointment and who are on regular appointment shall be reviewed annually, per section C. 2.5. of the *Academic Faculty and Administrative Professional Staff Manual* and section V. F. of this code, by the Chair.
2. Based upon the results of the annual evaluation, the Chair, with advice from the Tenure and Promotion Committee, shall recommend reappointment or termination to the Dean. The comprehensive review at the midpoint of the probationary period may also serve as input for the reappointment process in that year. Procedures for the comprehensive review are specified in section VIII. G. 1. of this code.
3. Faculty eligible for reappointment shall be notified in writing whether or not they will be recommended for reappointment for the following year.
4. Reappointment is subject to the final approval of the Colorado State University Board of Governors.

F. Procedures for Annual Performance Review.

1. Each eligible faculty member shall provide the Chair with a complete audit of annual activities using FSAS. In addition, each eligible faculty member shall provide

- the Chair with evidence of teaching and advising performance. At a minimum, this shall include all of the student evaluation forms (both departmental and university) completed as part of the Student Course Survey (both the numerical data and written comments on signed and unsigned surveys) as well as a syllabus for each class taught during the audit period. Other evidence may be submitted. Each eligible faculty member also shall provide the Chair with evidence of scholarly performance. At a minimum, this shall include a copy of any publications during the audit period. Other evidence may be submitted.
2. The Executive Committee shall review each audit with consideration for workload distribution and recommend an evaluation of performance to the Chair. The evaluation will set the activities of the recent year in the context of the previous five years to acknowledge long-term projects and goals.
 3. The Chair shall evaluate the faculty member's performance considering the recommendation of the Executive Committee.
 4. The Chair shall furnish each faculty member an annual evaluation in writing.

G. Procedures for Comprehensive Performance Reviews.

1. Comprehensive performance reviews of tenure-track faculty shall be conducted at the midpoint of the probationary period at Colorado State University. These reviews are done in accordance with the *Academic Faculty and Administrative Professional Staff Manual*, section E. 14. 1.
 - a. The Chair shall initiate the process by accessing copies of past evaluations and progress toward tenure reports and by soliciting a current vitae and a statement of goals and objectives in areas of teaching/advising, research, and service from the faculty member to be reviewed.
 - b. The Chair shall make the faculty member's vitae and the statement of goals and objectives available for review by the Tenure and Promotion Committee.
 - c. The Tenure and Promotion Committee shall meet and review the documents. The committee may request other information as necessary from either the faculty member or the department Chair.
 - d. The chair of the Tenure and Promotion Committee shall prepare a written report. Copies shall be provided to the faculty member, Chair, Dean, and Provost/Academic Vice President. This report (along with any written comments) is the review.
2. Phase I Comprehensive Post-Tenure Performance Reviews shall be conducted for all tenured faculty at intervals of five years following the acquisition of tenure or if there are two unsatisfactory annual reviews within a five-year review period. These reviews shall be done in accordance with the *Academic Faculty and Administrative Professional Staff Manual*, section E. 14.2.
3. A Phase II Comprehensive Performance Review shall be initiated when the department head determines that a tenured faculty member's performance was

unsatisfactory in the Phase I Review.

- a. The Tenure and Promotion Committee with the same or higher rank shall serve as the peer review committee for the Phase II Comprehensive Performance Review.
- b. Members of the Committee have the responsibility to evaluate Phase II Comprehensive Performance in a fair and professional manner. In such instances where there is a question regarding perceived conflicts of interest or impartiality involving any member of the committee, the matter should be identified and discussed for a resolution. In such instances where a consensus cannot be reached to resolve the conflict or the conflict cannot be managed through discussion, members of the committee other than the challenged committee member shall judge the challenged member's impartiality and shall decide by majority vote whether the challenged member may continue to sit on the review committee.
- c. The criteria for review shall be the department's evaluation criteria consistent with those identified in section VII of this code.
- d. The subject faculty member may submit materials in support of her or his case. In addition, the review committee shall obtain any other materials that it deems appropriate for a full and fair consideration of the case.
- e. The review committee shall make a determination of which of the outcomes stated in the *Academic Faculty and Administrative Professional Staff Manual*, section E. 14.2.2, applies. For each outcome, the review committee shall provide the subject faculty member with a written summary of the review, and the faculty member may submit a written response within 30 days. Both the review and the response shall be forwarded to the chair for further action as required.

H. Faculty Grievance Procedure.

1. All faculty members shall have the right to protest to the Chair any matter of concern. Both the faculty member and the Chair shall make every attempt to resolve the difficulty.
2. If the matter is not resolved, then the faculty member or the Chair may resort to channels beyond the Department for resolution. Grievances against administrative decisions are specified in the *Academic Faculty and Administrative Professional Staff Manual*, section K.

XI. Procedures Regarding Students

A. Student Appeals of Grading Decisions.

The Department follows the procedures in the *Academic Faculty and Administrative Professional Staff Manual*, section I.7.I.

As required by the *Manual*, the Grade Appeal Committee shall be composed of two (2) faculty members and two (2) students from within the department and one (1) faculty

member from outside the department who shall serve as the chair. All five (5) members of the Grade Appeal Committee shall be voting members.

The department chair will select one regular faculty member, one Special Faculty Member or Assistant Professor, one graduate student, one undergraduate student, and one department chair as members of the Committee.

B. Student Appeals of Decisions Involving Violations of the Academic Integrity Policy.

1. Faculty members or instructors are expected to use reasonably practical means of preventing and detecting academic misconduct (see Catalog for the Academic Integrity Policy). If a faculty member or instructor has evidence that a student has engaged in an act of academic misconduct, the faculty member or instructor will notify the student of the concern and make an appointment to discuss the allegations with the student. The student will be given the opportunity to give his/her position on the matter. If the student admits to engaging in academic misconduct or if the faculty member or instructor judges that the preponderance of evidence supports the allegation of academic misconduct, the faculty member or instructor may then assign an academic penalty. Examples of academic penalties include assigning a reduced grade for the work, a failing grade in the course, removing the Repeat/Delete option for that course, or other lesser penalty as the faculty member or instructor deems appropriate. The instructor will notify the student in writing of the infraction and the academic penalty imposed. If, after making reasonable efforts, the faculty member or instructor is unable to contact the student or collect all relevant evidence before final course grades are assigned, he/she shall assign an interim grade of Incomplete and notify the student of the reason such grade was given.
2. If the student disputes the allegation of academic misconduct he/she should request a hearing with the Office of Conflict Resolution and Student Conduct Services. A hearing will be conducted to determine whether a preponderance of evidence exists in support of the allegations of academic misconduct. If the University Hearing Officer finds insufficient evidence or clears the student of the charges, the faculty member or instructor will determine a grade based on academic performance and without reflection of the academic misconduct charge and change any previously assigned grade accordingly. If the University Hearing Officer finds the student culpable, the Hearing Officer may impose additional University disciplinary sanctions.
3. Faculty members or instructors should report to the Office of Conflict Resolution and Student Conduct Services all cases of academic misconduct in which a penalty is imposed. Incidents which the faculty member or instructor consider major infractions should be accompanied by a recommendation that a hearing be conducted to determine whether additional university disciplinary action should be taken.
4. Information about incidents of academic misconduct is kept on file in the Office of Conflict Resolution and Student Conduct Services. No further action is initiated unless the incident constitutes a major infraction, the student has a prior record of University infractions, or there are subsequent reports of misconduct.

C. Procedures for Appointing Academic Faculty to Graduate Student Thesis and Dissertation Committees.

1. A graduate thesis or dissertation committee for each candidate shall be determined in consultation among the candidate, the Chair, and the Graduate Committee. The candidate selects a thesis or dissertation advisor from eligible members of the faculty. The candidate and thesis or dissertation advisor may select a committee member from inside the department and will select a committee member from outside the department. All individuals must consent to service.
2. The Chair of the Graduate Committee shall recommend the thesis or dissertation committee to the Graduate School.
3. The thesis or dissertation committee is subject to the approval of the Dean of the Graduate School.

XII. Self-evaluations of departmental operations and the review of this code shall be conducted in accordance with the *Academic Faculty and Administrative Professional Staff Manual*, section C.2.4.2.2.d.

XIII. Non-Tenure Track Faculty Professional Development and Governance

Non-Tenure Track Faculty success is central to the department's success, especially within the undergraduate curriculum. Because of the importance of the special faculty to the Department, the Department will recruit, retain, and reward the very finest non-tenure track faculty. *Academic Faculty and Administrative Professional Staff Manual* sections E.2.1.3.-E.2.1.5 provide for three non-tenure track appointment types, adjunct, continuing, and contract. Non-tenure track faculty who are at 50% load or greater for more than a year can expect to be appointed as continuing faculty. Following the College of Liberal Arts, contract appointments will be reserved for faculty who are hired to fulfil particular administrative, service, or research responsibilities beyond expected teaching..

A. Non-Tenure Track Faculty Professional Development and Governance

1. The Department is committed to Special Faculty professional development. Within the limits of the Departmental budget, the Department will operate a professional development fund to support Special Faculty. The fund will be used to deepen and develop expertise and skills the faculty member's teaching areas. The fund will be administered by the Chair in consultation with the Executive Committee.
2. Special Faculty, including Senior Teaching Appointments as defined in XIV below, shall be represented in faculty meetings by two members of the special and/or senior teaching appointment faculty. The special and senior teaching appointment faculty shall elect two representatives for the upcoming academic year by February 1. The Department Chair, with assistance from the department's lead support, shall conduct the election.
 - i. Special Faculty Representatives will have voting privileges on matters of undergraduate curriculum.

- ii. Special Faculty Representatives will have voting privileges in regards to the Departmental Code on matters pertaining to Special Faculty in Sections XIII and XIV of the Departmental Code.
- iii. Special Faculty Representatives will have voting privileges on the Departmental Policies and Procedures in regards to Special Faculty annual evaluation, Special Faculty hiring procedures, and Special Faculty professional development.
- iv. Special Faculty shall be eligible to sit on departmental committees regarding undergraduate education including but not limited to the Undergraduate Studies Committee and the Scholarship Committee.

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- 5. D. Special faculty have representation at all regular faculty meetings, except those prohibited by university regulations. To facilitate scheduling, special faculty shall select their representative to the faculty meeting for the coming academic year by February 1.

XIV

XV. Amendment to the Code.

- A. Any eligible member of the Department may offer an amendment to this Code.
- B. The proposed amendment shall be presented to the Chair in writing at least two weeks before the departmental meeting at which its adoption is to be moved.
- C. The Chair shall then have the amendment reproduced, along with the text of that portion of the Code to be amended, and these shall be distributed to all department members eligible to vote on the amendment at least one week prior to the meeting.
- D. Voting shall be by written, secret ballot, and a two-thirds vote of all eligible faculty members shall be required to carry the motion.
- E. As provided in the *Academic Faculty and Administrative Professional Staff Manual*, section C.2.4.2.1.k., the Chair will review the Department Code no less frequently than in the year prior to the end of the Chair's term.